

Progress update on our transition to a City & Hackney Integrated Care Partnership (ICP)

March 2021

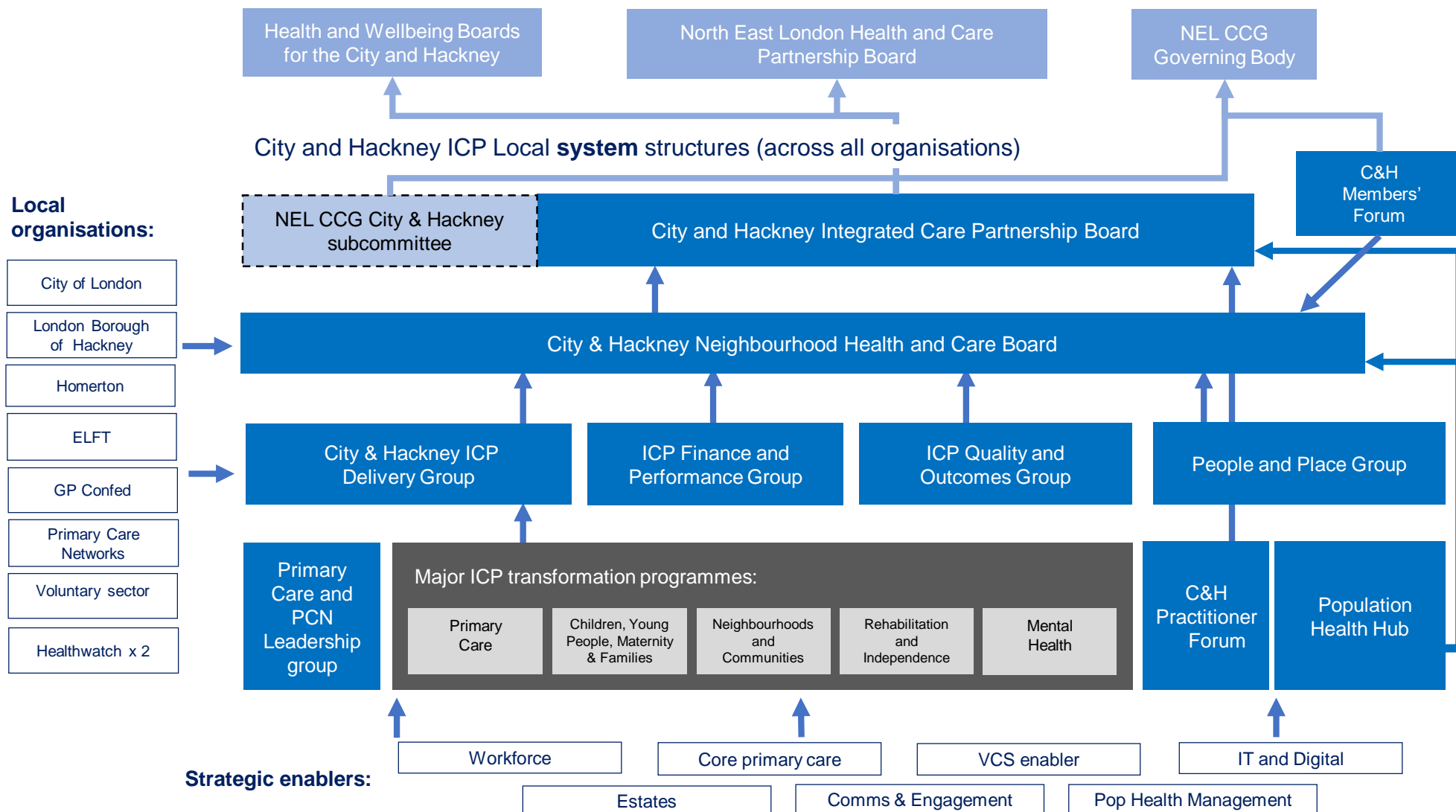


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City & Hackney local system from April 2021

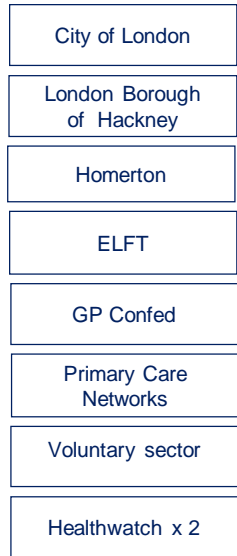


Clinical leadership within the new C&H system

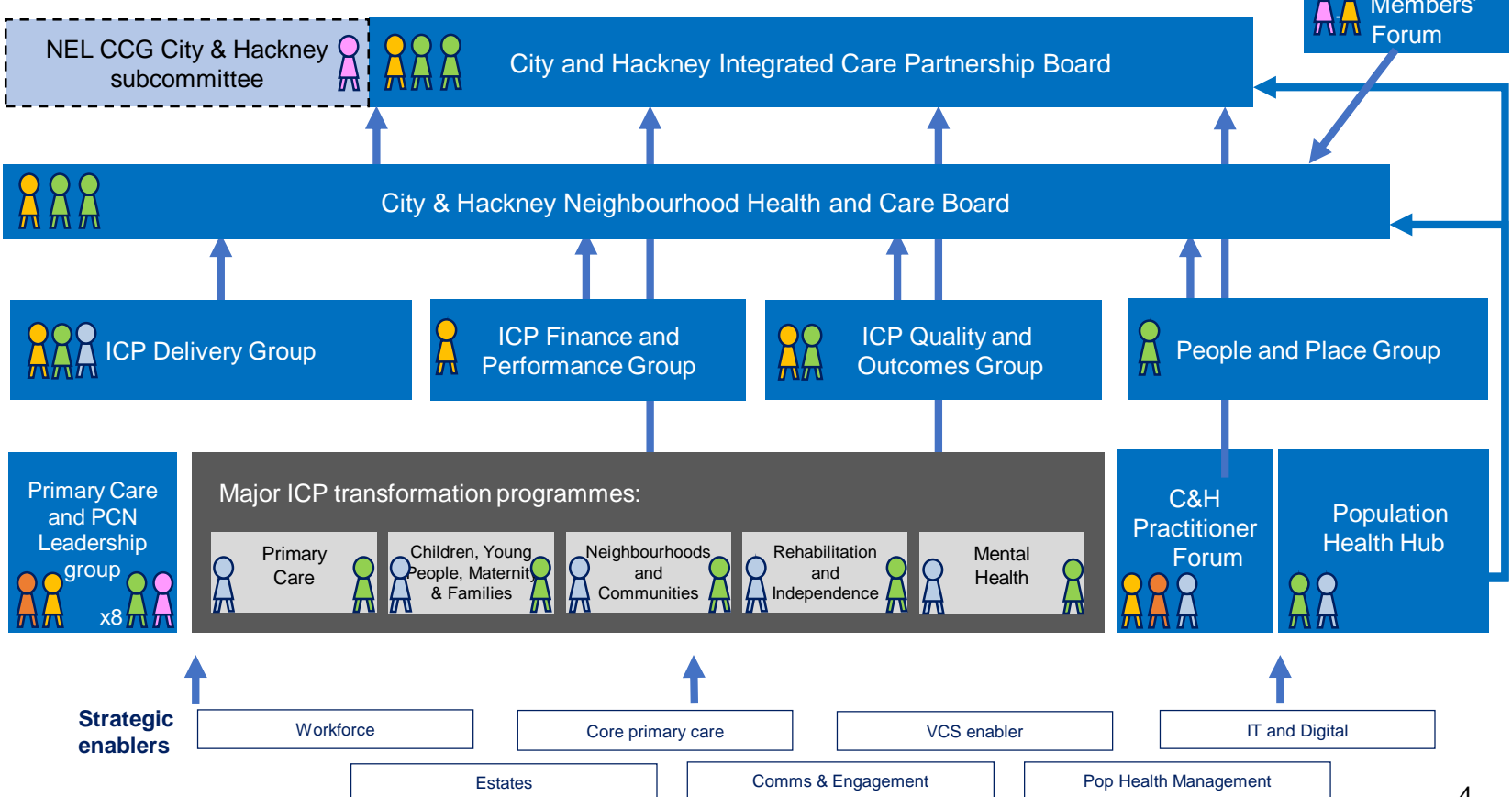
Clinical leadership roles:



Local organisations



City and Hackney ICP Local system structures (across all organisations)



Resident involvement within the new C&H system

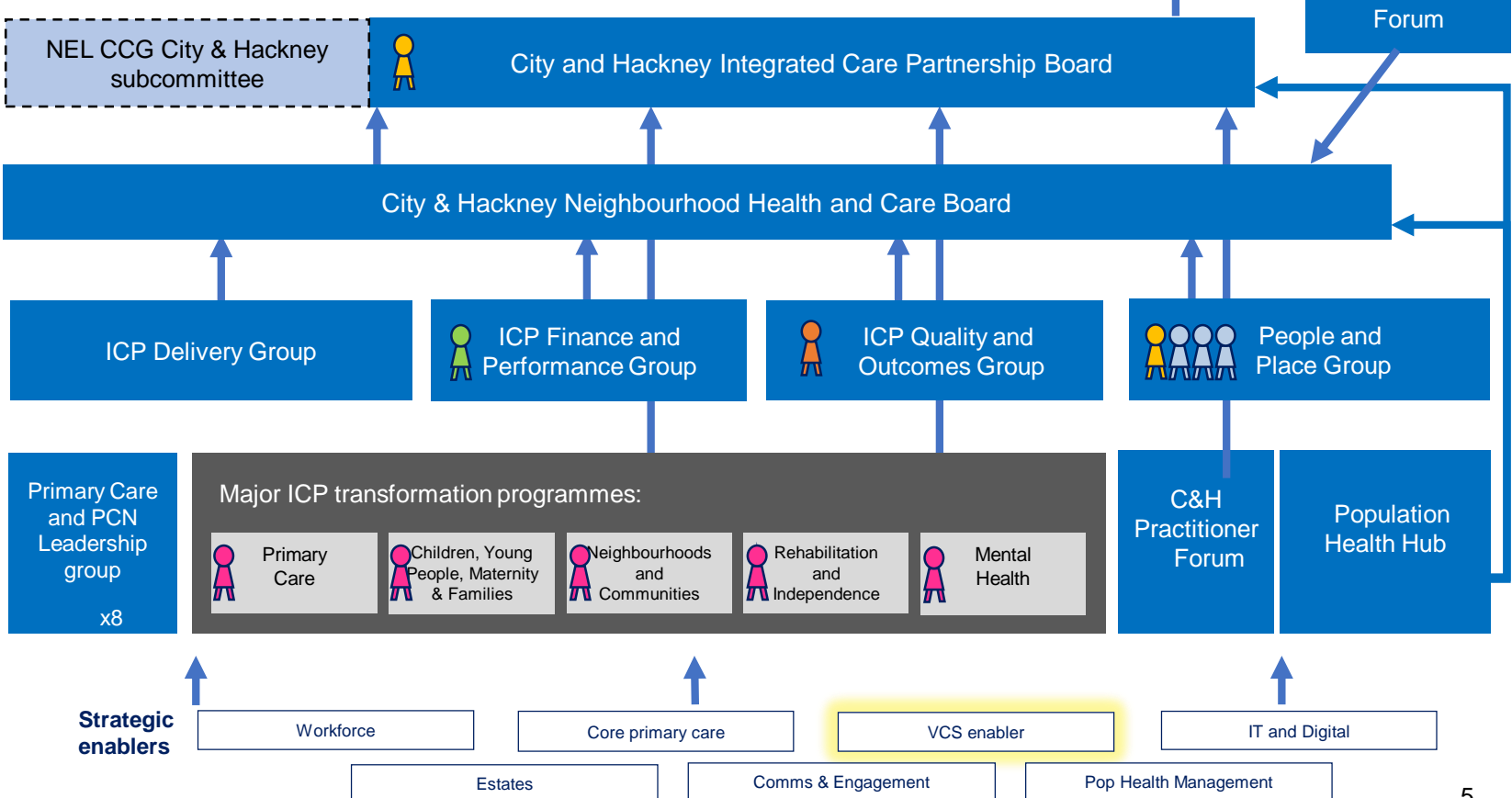
Resident and patient advocacy, co-production and representation roles:

-  = Patient and resident representatives
-  = Associate Lay Member Chair, ICP People and Place Group
-  = NEL CCG lay member
-  = NEL CCG C&H associate lay member
-  = Independent Chair, NEL ICS

Local organisations

- City of London
- London Borough of Hackney
- Homerton
- ELFT
- GP Confed
- Primary Care Networks
- Voluntary sector
- Healthwatch x 2

City and Hackney ICP Local system structures (across all organisations)



ICPB: Role and Responsibilities

- Set a local system vision and strategy, which reflects both priorities determined by local residents and communities and the City & Hackney ICP contribution to the NEL ICS. The strategy should be aligned with the health and care components of the Joint Health and Wellbeing Strategies produced by the Health and Wellbeing Boards in the City and Hackney
- Agree objectives with the NH&CB and hold the NH&CB to account for delivery of these
- Establish a local outcomes framework and assure itself that performance against this will be achieved
- Be accountable for system delivery of performance against national targets, NEL-level Long Term Plan commitments and ICP strategy
- Oversee the use of resources within delegated financial allocations and promote financial sustainability
- Ensure co-production is embedded in accordance with charter and patients and public are engaged in the work of the partnership
- Take collective decisions on matters managed on behalf of the Area Committee
- Set up and oversee working groups
- Oversee key stakeholder relationships

NHCB: Role and Responsibilities

- Formally establish a local partnership executive function in City and Hackney and a governance route for joint decision making by partners in relation to operational delivery, use and prioritisation of local system resources, and management of local system performance
- Oversee and support the transition from the current Integrated Commissioning arrangements in City and Hackney to an Integrated Care Partnership of local organisations.
- Develop and formally agree any joint proposals in relation to local services or transformation in City and Hackney which will be submitted to the Integrated Care Partnership Board for approval.
- Responsibility for and co-ordinating an integrated work programme of transformation work at 'place' level within City and Hackney, to deliver population health outcomes as agreed with the Integrated Care Partnership Board.
- Responsibility for and co-ordinating local system-level improvement and governance support functions.
- Agree the accountability, governance and safety arrangements by which joint work will take place between partners, and how these arrangements will link back to the Boards of partner organisations

The first transitional meeting of NHCB was held on 8 March

Transition of Sub Committees

- The Clinical Executive Committee (CEC) will continue to meet with the CCG Clinical Chair providing accountability to the NEL CCG via the ICPB/NEL CCG Area Subcommittee. [The transition plan for CEC involves 2 principles:](#)
 - ❑ By September 2021 moving from consortia to PCNs as the framework for peer review, delivery of the Clinical Commissioning LES, and detailed Primary Care input to emerging improvement plans by workstreams and major programmes.
 - ❑ By October 2021 (or where possible sooner) widening the membership of the new Clinical Executive Committee to include the ICP Clinical Lead and the inclusion of provider Medical, Nursing and AHP leaders from across the partnership.
- The Finance and Performance sub-committee will continue to meet with the CCG Vice-Chair & Lay Member for Primary Care providing accountability to the NEL CCG via the ICPB/NEL CCG Area Subcommittee. [The transition plan for FPC involves 4 principles:](#)
 - ❑ Maintaining grip on Finance and Performance across the City and Hackney service portfolio.
 - ❑ Providing the NEL CCG via the ICPB with recommendations on service developments, investments and recovery plans until such a time as the City & Hackney ICPB receives delegated authority to receive those recommendations and make decisions locally.
 - ❑ Developing the scope and membership of the City & Hackney Finance and Performance sub-committee to enable it to take a partnership-wide view of finance and performance on behalf of the ICPB and in support of the NH&CB.
 - ❑ Providing an accountable forum for vestiges of the City & Hackney CCG Governance in transition. These include the Primary Care Contracts Committee, and the GP Confederation Oversight Group. It also includes the Safeguarding Assurance Group until such a time as the Quality and Outcomes sub-group is established and able to take on partnership-wide advisory and oversight fora such as safeguarding.
- [The PPI Committee will and in March](#) with the People and Place Group taking on its work and beginning the process of recruiting members.
- [The C&H Members Forum will continue to meet](#) to review commissioning decisions, and inform the development of our local Clinical Executive leadership model.

Transitional management arrangements

Across NEL we are entering a transitional 12 to 14 months as we move towards the further development of the NEL Integrated Care System, the transition to the NHS NEL CCG and continued development of the City and Hackney Integrated Care Partnership and associated governance.

In light of this transition and to reflect the opportunity to work differently we have agreed the following interim leadership solution for the City and Hackney partnership:

- Tracey Fletcher, the Chief Executive of Homerton University Hospital NHS Foundation Trust, will take on an additional remit of ICP Executive Lead across City and Hackney ICP accountable to Henry Black as NEL AO and Dr Mark Rickets as the CCG Clinical Chair for C&H.
- To support Tracey in this role and provide more day to day leadership of City and Hackney based staff, we have undertaken an internal recruitment process and appointed Siobhan Harper (currently Workstream Director for Planned Care) as Director of CCG Transition for an initial period of 6 months.
- As ICP Lead, Tracey will chair the Neighbourhood Health and Care Board and provide executive leadership to the C&H ICP as well as being a member of the City & Hackney ICP Area Committee established by the NEL CCG Governing Body. Siobhan will oversee the day to day management of the City and Hackney team and be accountable to Tracey in her ICP lead role, and responsible to Henry Black in his role as Interim NEL Accountable Officer. We will be backfilling Siobhan's role in due course.
- Tracey, Siobhan and Mark will work across the local partnership and with NEL colleagues to ensure the next phase of our plans are realised. We are pleased to have such a progressive leadership model in place to continue our work on the Long Term Plan and responses to the ongoing challenges of Covid during this transition phase.